Listed below are initial ideas and suggestions to get the group started.

Hopefully each group will expand on the ideas.

It is most important is to prioritize ideas and focus on accomplishing one goal or suggestion.

1. Building Business / Newburgh Business Association

- Create and organize a Newburgh Business Association. Partner with other businessfocused groups like Greater Newburgh Partnership and Orange County Chamber of Commerce as well as any other business group to leverage information and ensure that we are not isolating or creating in a vacuum. The goal is to unify and consolidate efforts, not compete and create yet another one-off solution.
- Work with City and County IDA's to identify ways to support current businesses and to bring in new business.
- Participate on the board with the Solar Energy Consortium to pursue new business and bring in jobs.
- Identify grants and county, state and federal funding sources for supporting business.
- Work together to support business in Newburgh
- Work with Community Event Planning to coordinate business marketing.
- Sponsor a visitor's kiosk
- Work with Historic organizations to promote tourism focusing on heritage and historical sites.

2. Broadway Transformation

- Partnering with City Planning and Development, leveraging information from the Master Plan, start the process to transform Broadway. We must change the parking to parallel parking, create a center median with turning lanes. Work with DOT and state officials to break this project into small phases so we can start making progress. People will resist but we must press forward and bring Newburgh into the 21st century.
- Partner with Businesses, other teams, State and Federal officials for funding and ideas.
- Re-evaluate the Façade upgrade program. Review the rules and the funding. Identify new funding sources including grants and city partnerships. Focus on a block by block implementation so the progress is easily recognized.
- Work with the City Council on the codes for signs and TV signal dishes on Broadway. We need to manage both of these issues to re-invent Broadway.
- Work with the police force to implement a walking beat on Broadway. We must create a safe place for people to shop and do business.
- Work with other City Teams to identify projects that will further enhance Broadway as the primary thoroughfare of the City.

Listed below are initial ideas and suggestions to get the group started.

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3. Clean & Beautify Newburgh

- Define an ongoing solution to cleaning up Newburgh and keeping it clean. We need to create a non-profit organization or find one that will expand its mission to cover this goal. We need the power to raise money to fund many of the projects that need to be done.
- Partner with DPW to leverage equipment, knowledge and man-power whenever possible.
- Define and organize a regular cleanup / pickup schedule for all the big items that do not get picked up by regular trash collection. This should be on a quarterly basis at minimum.
- Work with City, Police, and judicial systems to create strong penalties for littering.
- Work with schools, churches, youth groups and other Community Action Teams to define a Newburgh Pride program. Define and implement community-wide campaign for keeping the city clean including sign and posters in neighborhoods. Focus particularly on elementary children.
- Partner with Adopt-a-Block Team to create mentoring opportunities and neighborhood involvement and support.
- Once there is a regular ongoing-program in place for city clean up, then this team can start to identify and implement ideas on further beautification of the City. Partnering with organizations such as Downing Park Committee, arts groups, etc. is absolutely necessary in this phase.

4. Creating a Safe City

- Partner with all policing organizations (City, County, State & Federal) to create a 'Zero Tolerance' program for Drugs and Violence. We want to change the perception of Newburgh across the Hudson Valley. We want Newburgh to become known as the "last place you want to be caught with drugs or doing a violent crime.
- Working with all the city teams and the Block champions, consider the feasibility of implementing a curfew. Lives are at stake; we cannot allow large groups of teenagers and young adults to terrorize the neighborhood corner.
- Leverage the techniques used by neighborhood watch and incorporate into the Adopt-ablock program. Partner with other community organizations and teams to install lights and cameras in key locations to ensure safety.
- Work with City police; institute a 'walking beat' in the pilot neighborhoods and on Broadway.
- Work with local and state judicial system on the 'get tough' program. We have to have support. WE need to find state and country support the push for a program where young offenders must do community service. We need to directly connect offenses with consequences.
- Review the Guardian Angels program. Perhaps we need to modify or create our own version of a volunteer patrol that helps monitor and ensure safely in the city.

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5. Transportation

- This team needs to look at both a short term and long term transportation solutions as well as a Newburgh City/Town solution and a Regional solution
- Link in with the current County Transportation Planning sessions. Newburgh needs a strong advocate at these meetings.
- Review the schedule and stops for the current Newburgh Bus schedule. Consider top
 work areas and people's work schedules. How does the schedule need to be modified
 or enhanced to ensure the bus accommodates work schedules not just shopping?
 Make a list of recommendations.
- Identify top employers both on Route 300 and distribution centers within a 25-30 mile radius of the city. How can we create car-pools or other short term transportation solutions for people in Newburgh to these key employers.

6. Newburgh Heritage and Art Festival

- As a way to market the history and art community, Newburgh needs to start a festival honoring both. This team will focus on creating the process and overall plan for the first Newburgh Heritage and Art Festival in 2013 in last July or early August.
- Partner with all the Historical organizations in the creation of this event; Washington's Headquarters, NPA, Historical Society, City Historian, Museum, etc.
- This event should have food, art, other vendors typically found at Festivals. Beacon has been very successful in bringing in a variety of vendors.
- Consider the location to be on Liberty St by Washington Headquarters.
- Define the Marketing plan
- Organize City Tours, Historical places to visit
- Consider a Revolutionary war enactment
- Include music and a concert for at least one night.
- A great opportunity for creativity

7. Friend of Seniors

- Visit the Town of Newburgh Recreation Center. Review the senior's program and other offerings. How could the City leverage some of the town's programs?
- Review the use of the Washington St Activity Center by the seniors. Identify issues and gaps in service and facilities. Make recommendations on how to better serve the seniors of our community.
- Work with the Transportation team to determine how to better meet the transportation needs of the Seniors
- Find a solution to the conflicting needs of the youth and the seniors for the Activity Center.

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8. Landlords and Tenants

- This team needs to be comprised of both tenants and landlords. The objective is to find an equitable and fair solution to the issues that currently exist.
- Currently there are landlords that do not take care of their property and need serious code enforcement. There are also tenants that go from property to property destroying the apartments. In both cases, we need to find a solution and then enforce that solution.
- An important concept in solving this problem is "Visibility drives Accountability". How do we hold a tenant accountable for destroying a property that was renovated and cleanup up before they moved in? How do we determine that a landlord consistently ignores his property and the code infractions that exist?
- Consider some kind of tracking database for both landlords and tenants.
- This has to be a win/win for those landlords and tenants that want to do the right thing but are currently caught in a vicious cycle.

9. Youth

- Although there are multiple programs for youth across the City, we need to understand how they work or do not work together.
- We need a current state assessment concerning how many programs we have and exactly what the mission and targeted market is for each one.
- What kind of community outreach does each program have? How do they communicate with the community? How do we involve the families and kids that really need to be involved?
- Realizing that government cannot solve all the social issues of the city, we need to ensure that any grant money we have is focused on the greatest area of need and helping those organizations that are creating real results.

A. Kindergarten – 6th

- To truly solve the gang problem in Newburgh, we must reach the children BEFORE they get to junior high. This age group needs to have a very focused effort.
- Working with other entities such as the schools and churches, and organizations to create or import programs that help young people build self esteem and focus on accomplishment.
- Work with other teams to incorporate a "Newburgh Pride" element in all the Youth solutions for the City.
- Assess the afterschool programs. Are they creating results? How do we get the kids who are most 'at risk' to attend after school programs?
- There are many free programs available for our youth but the information does not get to our neighborhood kids. We need to solve this problem.

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- B. Youth Grade7th 12th
 - Diversity of sports activities
 - Arts and other creative options
 - Part-time jobs
 - Consequences for bad choice (community service)
 - Mentoring

10. Emergency Plan

- Partner with the City Fire department to ensure that all facets of a city wide emergency have been planned. The fire department already has some of the following suggestions in their plan.
- The focus of this team is to create a plan to primarily handle weather emergencies; heat, rain, snow that cause basic services to breakdown or cause our most vulnerable citizens to be at risk.
- Identify 1-2 locations in the city that can serve as city emergency centers. Work with the people who manage or run the location to get buy-in.
- Locations will need to have a place to store emergency equipment.
- Work on getting funding for generators and other equipment that needs to be on hand in case of a city-wide emergency.
- Create an emergency plan for the City
 - Define criteria that trigger the emergency plan to go into effect.
 - Create map of who goes where for emergency services
 - Define a communication plan to get news and information to the community in case of an emergency.
 - Ensure that everyone know what to do and when, both fire department and volunteers.

11. Job Creation / Retention

- The City strongly supports Section 3 requirements for all government sponsored jobs
- Working with Transportation team to get people to jobs outside the city.
- Work with TSEC and job accelerator grant Team to bring in new business
- Partner with SBA, G.E.T. and other small business support organizations to support current businesses and help them adjust and survive in today's economy. Also support new entrepreneurs in effort to start up a new business.
- Partner with major distribution centers in surround area to supply a trained work force along with transportation solutions.
- Partner with training groups to ensure that workers have coping skills and are ready to stay on the job.
- Partner with IDA, State and County in any government programs to provide jobs or build business. Ensure that the city is ready to take advantage of every opportunity.

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12. Marketing the City

- We must create an active and ongoing program to market the assets of the City.
 - Proximity to the Hudson river both from a recreation and business standpoint
 - Proximity to Stewart International Airport
 - Proximity to 87 Thruway and I84
 - Educational centers of excellence: Mount Saint Mary College, SUNY Orange, BOCES, Local 17 apprenticeship programs, Etc
 - Major medical facility
 - Historical District, George Washington Headquarters, Nearby points of interest
 - Art and Cultural Opportunities: Art Shows, Theater, Symphony, Opera
 - Diversity of cultures
- City of Newburgh brochures with two focuses: Business opportunities and visitor opportunities
- City of Newburgh memorabilia
- Easy access Visitor's center, signs at all points of entry
- Beautification projects and invitation to the City at point of entry
- Active outreach program by City Officials
- Damage control program defined and used when necessary
- Consistent positive news feeds about positive efforts and happenings in the City.

13. Adopt-a-Block

- Define and organize a plan to organize the city into 1-2 block areas for the purpose of mentoring and working with the citizens on that block. Blocks are considered both sides of the named street.
- Partner with Safe City Team, Clean Team, Land Bank, Churches and other city
 organizations to define and implement a program to mentor, support and lead the
 citizens of the block to be action and participate in create a clean, safe environment for
 the people of the block.
- Identify initial 10 blocks for the Pilot program
- Identify block champions (both adults and children who are willing to participate in the program and be leaders for the block)
- Ideas to consider are installing trash cans on the block, creating block competitions, publicity events recognizing block champions
- Limited only by the team's creativity and energy and willingness to inspire the citizen's to participate in their own neighborhood cleanup and beautification.

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14. Bring the Remains home

- We need to find a solution for the remains that are at SUNY New Paltz that belong in Newburgh. These are the ones that were disturbed during the Court House renovation.
- Collaborate with the team that has already done much research on this topic.
- Need to find a final resting place and identify costs associated.
- Consider a memorial to the "our early citizens" of Newburgh or some other appropriate name for the memorial.
- May need to work on a fund raising project to pay for this.